



TORQ Analysis of Marketing Managers to Public Relations Managers

INPUT SECTION:

Transfer	Title	O*NET	Filters		
From Title:	Marketing Managers	11-2021.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Public Relations Managers	11-2031.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:

91

Ability TORQ				Skills TORQ				Knowledge TORQ			
Level			93	Level			93	Level			86
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Speech Clarity	59	13	75	Social Perceptiveness	72	2	73	Law and Government	59	23	83
Speech Recognition	60	7	75					Foreign Language	43	15	73
Written Expression	67	3	72					Education and Training	73	10	74
								Mathematics	61	8	70
								Clerical	59	6	70
								English Language	69	2	95

LEVEL and IMPT (IMPORTANCE) refer to the Target Public Relations Managers. GAP refers to level difference between Marketing Managers and Public Relations Managers.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

Description	Marketing Managers	Public Relations Managers	Importance
Oral Comprehension	67	60	81
Oral Expression	66	64	75
Problem Sensitivity	64	55	75
Speech Recognition	53	60	75



Speech Clarity	46	59	75
Written Comprehension	64	62	72
Written Expression	64	67	72
Deductive Reasoning	71	57	72
Inductive Reasoning	64	51	68
Originality	62	53	65
Fluency of Ideas	67	55	62
Category Flexibility	55	50	59
Near Vision	60	59	59
Information Ordering	55	50	56
Selective Attention	37	35	53

Skill Level Comparison - Abilities with importance scores over 69

Description	Marketing Managers	Public Relations Managers	Importance
Speaking	79	72	82
Time Management	77	67	79
Reading Comprehension	84	69	77
Active Listening	79	72	77
Writing	75	73	77
Coordination	86	72	76
Service Orientation	70	67	74
Critical Thinking	80	69	73
Social Perceptiveness	70	72	73
Persuasion	75	62	73
Judgment and Decision Making	78	62	70




















Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Marketing Managers	Public Relations Managers	Importance
English Language	67	69	95
Law and Government	36	59	83
Administration and Management	64	59	82
Customer and Personal Service	83	68	80



Education and Training	63	73	74
Foreign Language	28	43	73
Sales and Marketing	85	70	72
Clerical	53	59	70
Mathematics	53	61	70

Experience & Education Comparison

Related Work Experience Comparison				Required Education Level Comparison									
Description		Marketing Managers		Public Relations Managers		Description		Marketing Managers		Public Relations Managers			
10+ years		6%				2%		Doctoral		0%		2%	
8-10 years		13%				3%		Professional Degree		0%		0%	
6-8 years		22%				2%		Post-Masters Cert		0%		0%	
4-6 years		3%				26%		Master's Degree		0%		 13%	
2-4 years		37%				10%		Post-Bachelor Cert		0%		 2%	
1-2 years		3%				3%		Bachelors				16%	
6-12 months		12%				51%		AA or Equiv		0%		 1%	
3-6 months		0%				0%		Some College		14%		 2%	
1-3 months		0%				0%		Post-Secondary Certificate		3%		 0%	
0-1 month		0%				0%		High School Diploma or GED		6%		 59%	
None		0%				0%		No HSD or GED		0%		 0%	
Marketing Managers						Public Relations Managers							
Most Common Educational/Training Requirement:													
Bachelor's or higher degree, plus work experience						Bachelor's or higher degree, plus work experience							
Job Zone Comparison													
4 - Job Zone Four: Considerable Preparation Needed						4 - Job Zone Four: Considerable Preparation Needed							
A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.						A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.							
Most of these occupations require a four - year bachelor's degree, but some do not.						Most of these occupations require a four - year bachelor's degree, but some do not.							
Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.						Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.							

Tasks

Marketing Managers	Public Relations Managers
Core Tasks	Core Tasks



Generalized Work Activities:

- Communicating with Persons Outside Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

Specific Tasks

Occupation Specific Tasks:

- Advise business and other groups on local, national, and international factors affecting the buying and selling of products and services.
- Compile lists describing product or service offerings.
- Conduct economic and commercial surveys to identify potential markets for products and services.
- Confer with legal staff to resolve problems, such as copyright infringement and royalty sharing with outside producers and distributors.
- Consult with buying personnel to gain advice regarding the types of products or services expected to be in demand.
- Consult with product development personnel on product specifications such as design, color, and packaging.
- Coordinate and participate in promotional activities and trade shows, working with developers, advertisers, and production managers, to market products and services.
- Develop pricing strategies, balancing firm objectives and customer satisfaction.
- Direct the hiring, training, and performance evaluations of marketing and sales staff and oversee their daily activities.
- Evaluate the financial aspects of product

Generalized Work Activities:

- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Communicating with Persons Outside Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.
- Thinking Creatively - Developing, designing, or creating new applications, ideas, relationships, systems, or products, including artistic contributions.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.

Specific Tasks

Occupation Specific Tasks:

- Assign, supervise and review the activities of public relations staff.
- Confer with labor relations managers to develop internal communications that keep employees informed of company activities.
- Develop and maintain the company's corporate image and identity, which includes the use of logos and signage.
- Direct activities of external agencies, establishments and departments that develop and implement communication strategies and information programs.
- Draft speeches for company executives, and arrange interviews and other forms of contact for them.
- Establish and maintain effective working relationships with local and municipal government officials and media representatives.
- Establish goals for soliciting funds, develop policies for collection and safeguarding of contributions, and coordinate disbursement of funds.
- Evaluate advertising and promotion programs for compatibility with public relations efforts.
- Facilitate consumer relations, or the relationship between parts of the company such as the managers and employees, or different branch offices.
- Formulate policies and procedures related to public information programs, working with public relations executives.
- Identify main client groups and audiences



development, such as budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss projections.

- Formulate, direct and coordinate marketing activities and policies to promote products and services, working with advertising and promotion managers.
- Identify, develop, and evaluate marketing strategy, based on knowledge of establishment objectives, market characteristics, and cost and markup factors.
- Initiate market research studies and analyze their findings.
- Negotiate contracts with vendors and distributors to manage product distribution, establishing distribution networks and developing distribution strategies.
- Select products and accessories to be displayed at trade or special production shows.
- Use sales forecasting and strategic planning to ensure the sale and profitability of products, lines, or services, analyzing business developments and monitoring market trends.

Detailed Tasks

Detailed Work Activities:

- analyze market or delivery systems
- analyze sales activities or trends
- assign work to staff or employees
- conduct market research
- conduct or attend staff meetings
- conduct research on work-related topics
- conduct sales presentations
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- develop marketing strategy
- develop pricing strategy
- direct and coordinate activities of workers or staff
- estimate product demand
- evaluate performance of employees or contract personnel
- hire, discharge, transfer, or promote workers
- identify potential markets
- make presentations
- manage contracts
- monitor consumer or marketing trends
- oversee execution of organizational or program policies
- oversee sales programs
- perform general financial analysis

and determine the best way to communicate publicity information to them.

- Maintain company archives.
- Manage communications budgets.
- Manage in-house communication courses.
- Manage special events such as sponsorship of races, parties introducing new products, or other activities the firm supports to gain public attention through the media without advertising directly.
- Observe and report on social, economic and political trends that might affect employers.
- Produce films and other video products, regulate their distribution, and operate film library.
- Respond to requests for information about employers' activities or status.
- Write interesting and effective press releases, prepare information for media kits and develop and maintain company internet or intranet web pages.

Detailed Tasks

Detailed Work Activities:

- advise management or labor union officials on labor relation issues
- communicate visually or verbally
- conduct fund raising activities
- confer with other departmental heads to coordinate activities
- consult with customers concerning needs
- coordinate employee continuing education programs
- determine customer needs
- develop budgets
- develop policies, procedures, methods, or standards
- direct and coordinate activities of workers or staff
- establish and maintain relationships with community organizations
- evaluate advertising promotions
- maintain awareness of social trends
- maintain cooperative working relationships within community service
- maintain relationships with agency personnel or community organizations
- make presentations
- monitor consumer or marketing trends
- monitor operational budget
- operate video recorders
- oversee execution of organizational or program policies
- receive or disburse cash related to payments received
- schedule activities, classes, or events
- supervise advertising or public relations



- prepare reports
- provide customer service
- use knowledge of economic trends
- use knowledge of written communication in sales work
- use marketing techniques
- use product knowledge to market goods
- use public speaking techniques

Technology - Examples

Analytical or scientific software

- ClickTracks software

- Minitab software

- Nedstat Sitestat

- Online advertising reporting software

Customer relationship management CRM software

- QAD Marketing Automation

- Sage Software SalesLogix

- Siebel Server Sync

Data base reporting software

- Database software (reporting feature)

Data base user interface and query software

- AdSense Tracker

- ClearEDGE software

- Database software (user interface and query feature)

- Databox software

- Fast Track Systems software

- Microsoft Access

- Structured query language SQL

Desk top publishing software

- Microsoft Publisher

Electronic mail software

- Email software

- Listserv software

- Microsoft Outlook

Enterprise resource planning ERP software

- SAP software

Graphics or photo imaging software

staff

- use interpersonal communication techniques
- use oral or written communication techniques
- use public speaking techniques
- write business correspondence

Technology - Examples

Customer relationship management CRM software

- Siebel Server Sync

Data base user interface and query software

- Microsoft Access

Desktop publishing software

- Adobe Systems Adobe Distiller

- Adobe Systems Adobe PageMaker

- Microsoft Publisher

- QuarkXpress

Document management software

- Adobe Systems Adobe Acrobat software

Electronic mail software

- Email software

- IBM Lotus Notes

- Novell GroupWise

Graphics or photo imaging software

- Adobe Systems Adobe Illustrator

- Adobe Systems Adobe Photoshop software

Internet browser software

- Web browser software

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Project management software

- Microsoft Project

Spreadsheet software

- Microsoft Excel

Video creation and editing software

- Apple Final Cut Pro

- Apple iDVD



• Graphic presentation software	• Apple iMovie
Internet browser software	Web page creation and editing software
• Web browser software	• Adobe Systems Adobe Dreamweaver
Presentation software	• Adobe Systems Adobe Fireworks
• Microsoft PowerPoint	• Adobe Systems Adobe Flash Player
Project management software	Web platform development software
• Atlas OnePoint GO TOAST	• Hypertext markup language HTML
• Microsoft Project	Word processing software
Spreadsheet software	• Corel WordPerfect software
• Microsoft Excel	• Microsoft Word
Transaction server software	
• Armand Morin MultiTrack Generator	Tools - Examples
Word processing software	• Desktop computers
• Microsoft Word	• Laptop computers
Tools - Examples	• Personal computers
• Desktop computers	• Photocopying equipment
• Notebook computers	• Computer scanners
• Personal computers	
• Personal digital assistants PDA	
• Scanners	
• Tablet computers	

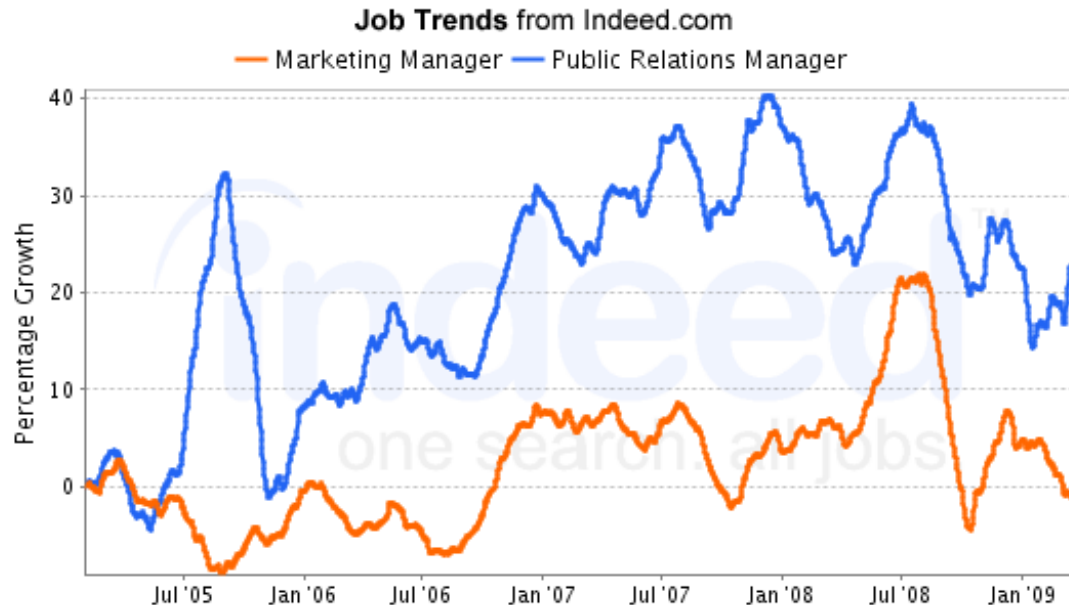
Labor Market Comparison

Description	Marketing Managers	Public Relations Managers	Difference
Median Wage	\$ 74,560	\$ 71,020	\$(3,540)
10th Percentile Wage	\$ 47,060	\$ 40,130	\$(6,930)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$100,100	\$ 97,600	\$(2,500)
90th Percentile Wage	\$134,210	N/A	N/A
Mean Wage	\$ 83,370	\$ 82,900	\$(470)
Total Employment - 2007	570	290	-280
Employment Base - 2006	600	307	-293
Projected Employment - 2016	644	334	-310
Projected Job Growth - 2006-2016	7.3 %	8.8 %	1.5 %
Projected Annual Openings - 2006-2016	17	10	-7



National Job Posting Trends

Trend for Marketing Managers

Trend for
Public
Relations
ManagersData from [Indeed](http://Indeed.com)

Recommended Programs

Public Relations/Image Management

Public Relations/Image Management. A program that focuses on the theories and methods for managing the media image of a business, organization, or individual and the communication process with stakeholders, constituencies, audiences, and the general public; and that prepares individuals to function as public relations assistants, technicians, and managers. Includes instruction in public relations theory; related principles of advertising, marketing, and journalism; message/image design; image management; special event management; media relations; community relations; public affairs; and internal communications.

No schools available for the program

Arts Management

Arts Management. A program that prepares individuals to organize and manage art organizations, operations, and facilities. Includes instruction in business and financial management; marketing and fundraising; personnel management and labor relations; event promotion and management; public relations and arts advocacy; arts law; and applications to specific arts activities such as galleries, museums, studios, foundations, and community organizations.

No schools available for the program

Business Administration and Management, General

Business Administration and Management, General. A program that generally prepares individuals to plan, organize, direct, and control the functions and processes of a firm or organization. Includes instruction in management theory, human resources management and behavior, accounting and other quantitative methods, purchasing and logistics, organization and production, marketing, and business decision-making.

Institution	Address	City	URL
Central Maine Community College	1250 Turner St	Auburn	www.cmcc.edu
Central Maine Community College	1250 Turner St	Auburn	www.cmcc.edu
University of Maine at Augusta	46 University Dr	Augusta	www.uma.maine.edu/
University of Maine at Augusta	46 University Dr	Augusta	www.uma.maine.edu/



Eastern Maine Community College	354 Hogan Rd	Bangor	www.emcc.edu
Husson College	One College Circle	Bangor	www.husson.edu
Husson College	One College Circle	Bangor	www.husson.edu
Husson College	One College Circle	Bangor	www.husson.edu
Beal College	99 Farm Road	Bangor	bealcollege.edu
University of New England	11 Hills Beach Rd	Biddeford	WWW.UNE.EDU
Wasington County Community College	One College Drive	Calais	www.wccc.me.edu
University of Maine at Machias	9 O'Brien Ave	Machias	www.umm.maine.edu
University of Maine		Orono	www.umaine.edu/
University of Maine		Orono	www.umaine.edu/
University of Maine		Orono	www.umaine.edu/
Andover College	901 Washington Ave	Portland	WWW.ANDOVERCOLLEGE.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
Northern Maine Community College	33 Edgemont Dr	Presque Isle	www.nmcc.edu
Southern Maine Community College	2 Fort Road	South Portland	www.smccME.edu
Southern Maine Community College	2 Fort Road	South Portland	www.smccME.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
York County Community College	112 College Drive	Wells	www.yccc.edu

Business Marketing and Marketing Management

Marketing/Marketing Management, General. A program that generally prepares individuals to undertake and manage the process of developing consumer audiences and moving products from producers to consumers. Includes instruction in buyer behavior and dynamics, principle of marketing research, demand analysis, cost-volume and profit relationships, pricing theory, marketing campaign and strategic planning, market segments, advertising methods, sales operations and management, consumer relations, retailing, and applications to specific products and markets.

Institution	Address	City	URL
Husson College	One College Circle	Bangor	www.husson.edu
Kennebec Valley Community College	92 Western Ave	Fairfield	www.kvcc.me.edu
University of Maine at Machias	9 O'Brien Ave	Machias	www.umm.maine.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu



Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
Marketing Research			
Marketing Research. A program that prepares individuals to provide analytical descriptions of consumer behavior patterns and market environments to marketing managers and other business decision-makers. Includes instruction in survey research methods, research design, new product test marketing, exploratory marketing, consumer needs and preferences analysis, geographic analysis, and applications to specific products and markets.			
No schools available for the program			
International Business Marketing			
International Marketing. A program that prepares individuals to perform marketing activities in enterprises primarily engaged in exporting or importing goods and services in world markets. Includes instruction in international trade controls, foreign trade operations, locating markets, negotiation practices, monetary issues, and international public relations.			
No schools available for the program			
Marketing Management and Research, Other			
Marketing, Other. Any instructional program in general marketing and marketing research not listed above.			
No schools available for the program			

Maine Statewide Promotion Opportunities for Marketing Managers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
11-2021.00	Marketing Managers	100	4	570	\$74,560.00	\$0.00	7%	17
13-2052.00	Personal Financial Advisors	91	3	360	\$94,100.00	\$19,540.00	10%	13
11-1021.00	General and Operations Managers	85	4	8,490	\$77,050.00	\$2,490.00	-5%	209
23-1011.00	Lawyers	85	5	1,910	\$80,120.00	\$5,560.00	6%	73
11-1011.00	Chief Executives	82	5	750	\$102,290.00	\$27,730.00	-6%	25
23-1023.00	Judges, Magistrate Judges, and Magistrates	82	5	80	\$115,160.00	\$40,600.00	1%	2
29-1051.00	Pharmacists	78	5	1,190	\$112,550.00	\$37,990.00	22%	46
11-3021.00	Computer and Information Systems Managers	77	5	870	\$83,130.00	\$8,570.00	8%	21
11-9121.00	Natural Sciences Managers	77	5	180	\$79,810.00	\$5,250.00	8%	5
29-1062.00	Family and General Practitioners	75	5	710	\$138,550.00	\$63,990.00	7%	20
29-1063.00	Internists, General	75	5	420	\$144,760.00	\$70,200.00	6%	12
29-1081.00	Podiatrists	74	5	40	\$101,210.00	\$26,650.00	5%	6



25-1051.00	Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	73	5	100	\$77,390.00	\$2,830.00	11%	3
11-9041.00	Engineering Managers	72	5	720	\$91,030.00	\$16,470.00	-2%	14
29-1041.00	Optometrists	72	5	90	\$107,740.00	\$33,180.00	19%	4

Top Industries for Public Relations Managers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Colleges, universities, and professional schools, public and private	611300	9.10%	4,511	5,047	11.87%
Advertising and related services	541800	8.90%	4,414	5,478	24.11%
Management of companies and enterprises	551100	8.12%	4,024	4,639	15.28%
Local government, excluding education and hospitals	939300	5.52%	2,739	3,076	12.34%
Grantmaking and giving services	813200	5.03%	2,492	2,905	16.60%
Religious organizations	813100	4.02%	1,991	2,390	20.01%
Depository credit intermediation	522100	3.38%	1,678	1,710	1.95%
General medical and surgical hospitals, public and private	622100	2.94%	1,455	1,611	10.71%
Social advocacy organizations	813300	2.84%	1,409	1,616	14.66%
Civic and social organizations	813400	1.75%	865	956	10.53%
Self-employed workers, primary job	000601	1.73%	857	913	6.54%
State government, excluding education and hospitals	929200	1.52%	755	741	-1.87%
Management, scientific, and technical consulting services	541600	1.32%	654	1,167	78.52%
Museums, historical sites, and similar institutions	712100	1.28%	635	865	36.18%
Securities and commodity contracts, brokerages, and exchanges	5231-2	1.18%	586	857	46.42%

Top Industries for Marketing Managers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Management of companies and enterprises	551100	11.87%	19,882	22,919	15.28%
Computer systems design and related services	541500	4.78%	8,005	10,808	35.02%
Depository credit intermediation	522100	3.25%	5,441	5,548	1.95%



Management, scientific, and technical consulting services	541600	3.24%	5,431	9,695	78.52%
Self-employed workers, primary job	000601	2.33%	3,908	4,164	6.54%
Securities and commodity contracts, brokerages, and exchanges	5231-2	2.25%	3,760	5,545	47.46%
Software publishers	511200	2.15%	3,596	4,630	28.76%
Advertising and related services	541800	2.05%	3,430	3,870	12.83%
Computer and peripheral equipment manufacturing	334100	1.95%	3,274	2,143	-34.54%
Semiconductor and other electronic component manufacturing	334400	1.88%	3,150	2,753	-12.59%
Navigational, measuring, electromedical, and control instruments manufacturing	334500	1.72%	2,874	2,752	-4.26%
Office administrative services	561100	1.63%	2,722	3,451	26.79%
Wholesale electronic markets and agents and brokers	425100	1.52%	2,542	2,884	13.48%
Professional and commercial equipment and supplies merchant wholesalers	423400	1.48%	2,475	2,885	16.57%
Research and development in the physical, engineering, and life sciences	541710	1.41%	2,357	2,515	6.69%